

Canadian Memorial Chiropractic College

Academic Quality Assurance Framework

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By: Office of the Vice President, Academic

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ACADEMIC QUALITY ASSURANCE FRAMEWORK

INTRODUCTION

The Canadian Memorial Chiropractic College (CMCC) is committed to providing the highest quality learning experience for all students and maintaining the integrity of its academic programs. To accomplish this, the institution has policies and procedures in place that facilitate quality assurance in the ongoing development, review, and improvement of curricula, courses and programs. CMCC's quality assurance processes are designed to ensure that all academic programs, policies and procedures at the institution:

- Align with CMCC's Vision and Mission Statements, and Strategic Plan;
- Are responsive and relevant in meeting student needs;
- Provide continuing relevance to the field of practice;
- Meet or exceed accreditation or degree-level standards; and
- Are subject to continuous quality improvement based on empirical evidence and collegial decision making.

QUALITY ASSURANCE FRAMEWORK

The Academic Quality Assurance Framework (AQAF) is designed to maintain the highest standards of quality in meeting regulatory, legislative, and degree-level requirements. It ensures the integrity of curricula and rigorous quality outcomes through review of institutional and student performance metrics. The framework is consistent with the Mission and Vision Statements of the institution, and brings together policies, procedures and committees to facilitate continuous improvement.

This AQAF outlines the institution's quality assurance process and guides program development at the undergraduate and graduate levels.

QUALITY ASSURANCE PROCESS

The quality assurance framework at CMCC encompasses the full range of curricular and programmatic endeavors at both the undergraduate and graduate levels, including modes of delivering programs and those academic and support services that affect the academic quality of the respective programs under review. The framework ensures the in-depth review of programs and departments on a cyclical base and supports the development and implementation of new programs.

CMCC's quality assurance framework encompasses the following program review processes:

1. A comprehensive self-study for accreditation every four to eight years or as directed by either the Council on Chiropractic Education Canada (CCEC) of the Federation of Canadian Chiropractic (Federation or FCC), Postsecondary Education Quality Assessment Board (PEQAB) and/or Council on Chiropractic Education (CCE)
2. An annual program review, in the form of a self-study, to the President; and

3. A specific external review as directed by the President.

The three program review processes outlined above evaluate similar quality assurance data, however, they are distinct processes.

ROLES AND RESPONSIBILITIES:

1. Canadian Accreditation

The Federation of Canadian Chiropractic (FCC or Federation) is a national federation of chiropractic regulators, educational institutions and specialty colleges the purpose of which is to promote effective communication and cooperation among its members relating to education, accreditation and regulation of chiropractic in the public interest that enhances the work of the members collectively and individually. The Council on Chiropractic Education Canada (CCEC) was created by the Federation to interpret the standards and administer the accreditation process to certify the quality and integrity of the Doctor of Chiropractic Programme.

<http://www.chirofed.ca/english/accreditation.html>

2. Ontario Ministry of Colleges and Universities

The Ministry of Colleges and Universities (MCU) regulates the degree granting authority of CMCC under the *Post-Secondary Education Choice & Excellence Act, 2000* (the Act). The Postsecondary Education Quality Assessment Board (PEQAB) is an Ontario agency responsible for handling all applications and assessments for ministerial consent under the Act as well as making recommendations to the Minister of Colleges and Universities of Ontario on applications for ministerial consent to offer a degree program. CMCC must demonstrate that its degree programs meet or exceed all standards required by the MCU.

[http://www.pegab.ca/Publications/Handbooks%20Guidelines/MANUAL PRIVATES%20October 2019.pdf](http://www.pegab.ca/Publications/Handbooks%20Guidelines/MANUAL_PRIVATES%20October2019.pdf)

3. United States of America Accreditation

The Council on Chiropractic Education (CCE) is recognized by the United States Department of Education and the Council for Higher Education Accreditation as the national accrediting body for Doctor of Chiropractic Programs (DCPs) within the United States of America (U.S.A.) as well as equivalent (as determined by CCE) chiropractic educational programs offered outside the U.S.A.

http://www.cce-usa.org/uploads/1/0/6/5/106500339/2018_cce_accreditation_standards.pdf

4. Board of Governors

The Board of Governors (the Board) of CMCC is responsible for the development, welfare, and continuance of CMCC as an accredited institution of higher education in chiropractic and is responsible for all matters of policy pertaining to the direction, operation, and maintenance of the professional, academic and ethical standards of CMCC. The Board is elected in accordance with the laws of Ontario and is comprised of diverse stakeholder groups including chiropractic practitioners as well as members of the general public with a variety of professional backgrounds throughout Canada. Board elections are held annually.

5. President

The President is responsible for the overall academic direction and strategic development of CMCC. In the context of quality assurance, the President is responsible for ensuring that the policies and procedures established under this framework are carried out. The President reports directly to the Board of Governors.

6. Vice President, Academic (VPA)

The Vice President, Academic is responsible for the quality, direction and development of the academic programs and faculty, and the management of academic resources. The VPA leads ongoing curricular planning and revision; implements and leads curriculum development, delivery and assessment strategies; ensures program compliance with academic CCEC Accreditation Standards, PEQAB Quality Assurance Standards and Ministry Benchmarks for degree granting, and CCE Accreditation Standards; and develops/operationalizes/maintains policies and procedures that promote quality assurance in the ongoing development, review, and improvement of curriculum, courses and programs.

The VPA is responsible for the leadership of research and related innovative programs, including commercial opportunities; expands the scope of research capacity patents, or agreements as appropriate; and monitors and enforces CMCC compliance with relevant legislation and guidelines on research ethics and privacy. The VPA reports to the President.

7. Vice President, Administration and Finance (VPAF)

The Vice President, Administration and Finance directs the planning, research, implementation, administration and evaluation of institutional effectiveness, assessment, planning programs and/or advancement, and provides leadership and oversees the accreditation processes and Ministry reports for the institution while monitoring compliance with standards and regulations. The VPAF is also the Chief Privacy Officer, and reports to the President.

8. Dean, Clinics (Dean)

The Dean, Clinics initiates the compilation and analysis of comprehensive quality assurance information relating to Clinic programs; initiates the ongoing review of all clinical academic documentation that can demonstrate quality and adherence to entry to practice standards; and readies them for consideration through various levels of institutional review to enhance the quality of all academic programs. The Dean is also the Chief Custodian of patient health records, and reports to the President.

9. Chief Information Officer (CIO)

The Chief Information Officer provides leadership and strategic direction for information technology in support of the overall mission of the institution. The CIO is responsible for anticipating and maintaining a vision for future technology needs at CMCC and for recommending strategies, objectives, and initiatives that will best achieve CMCC's strategic goals. The CIO leads and manages CMCC's information technology services, policies and resources, including networking, cybersecurity, data protection, telecommunications, academic, clinical and administrative computing, programming, networking, support services, instructional technology, and copy and printing services. In addition, the CIO develops and implements IT

strategic and tactical activities and works collaboratively with other campus leaders in addressing institutional needs, and has the overall responsibility for ensuring the currency, protection, and integrity of CMCC's data and technology resources. The CIO reports to the President.

10. Director, Student Affairs

By developing innovative and progressive strategies, programs, processes and services that enhance the student experience, the Director, Student Affairs facilitates the cultivation of an environment in which students can realize academic and personal success. The Director, Student Affairs is responsible for operationalizing the institution's compliance and quality assurance initiatives as it relates to administering student Financial Aid, Accommodation and Disability Services, and Academic Counselling – all within the framework of provincial and federal legislation. The Director, Student Affairs reports to the VPAF.

11. Registrar

The Registrar provides leadership in the development, implementation and assessment of priorities and programs relating to the strategic management of its student enrollment agenda. The Registrar oversees policies, programs and services within CMCC's Division of Student Affairs, including: Recruitment, Admissions, Registration and Student Records. The Registrar collaborates with the Vice President, Academic to cultivate partnerships with other post-secondary institutions to facilitate student access, mobility and degree articulation across Canadian and international educational settings. The Registrar is also responsible for ensuring the integrity of CMCC's academic records, academic policies and procedures that facilitate the realization of the academic mission and the management of institutional risk. The Registrar applies expertise in information systems, project management, process improvement, business system analysis, and customer service to support processes and information needs related to recruitment, admissions, enrolment, scholarship and awards, student accounts, student identification, academic scheduling, and student records (including grades, promotions, transcripts, and diploma production). The Registrar reports to the VPAF.

12. Students' Council and Class Representatives

CMCC students play an active role on institutional committees and working groups, and are often voting committee members. The President of the Students' Council is invited as the President's guest to attend for internal reporting at the annual and semi-annual meetings of the Board of Governors.

13. Board of Governors Learning and Engagement Committee (LEC)

The Learning and Engagement Committee advises the Board on policies and matters relating to the quality, integrity, and reputation of CMCC's academic and research programs; the alignment of strategic and academic planning and institutional collaboration; and student and faculty engagement and success. The Committee is composed of individuals from the Board of Governors, the Administration, Students' Council, and Faculty Council.

The Committee provides strategic advice to ensure the currency and relevance of curricula, while expanding opportunities through institutional collaborations and resources for students and faculty, so that graduates possess the requisite skills and competencies to enter practice. LEC meets a minimum of two times per year.

14. Institutional Affairs Committee (IA)

The Institutional Affairs Committee serves as the President's primary advisory group on institutional planning, policy and institutional effectiveness. IA makes decisions on recommendations pertaining to academic policies, procedures and curricular changes, forwarded from the Curriculum Committee. IA meets monthly, or as needed, during the calendar year.

15. Curriculum Committee (CC)

The Curriculum Committee, chaired by the Vice President, Academic, is responsible for reviewing and assessing all quality assurance information related to all CMCC academic programs. The CC uses this information to inform decisions regarding planning for curriculum evolution and policy development. It recommends related academic priorities to the Institutional Affairs Committee. This committee provides strategic advice to keep CMCC relevant to the community, with curricula that are up to date so that graduates possess the skills and competencies required for practice within chiropractic and their subspecialty discipline(s). The CC facilitates and reviews the development and examination of proposals for new courses and other substantive changes to the curriculum and academic policy, and recommends their approval as appropriate, to Institutional Affairs. CC meets monthly throughout the academic year.

16. Working Groups

Working Groups are created by the VPA, on recommendation from the Curriculum Committee, Dean, Clinics, Directors of Education, Director of Graduate Studies, Directors of Research and Innovation or faculty, to investigate and develop solutions to resolve specific issues, opportunities or concerns relating to the academic programs. All Working Groups report directly to the Curriculum Committee.

17. Undergraduate Student Promotion Committee (SPC)

The Undergraduate Student Promotion Committee has responsibility for supporting and promoting student success by monitoring and reviewing student academic progress, supports for academic accommodations, and reviewing final academic status in each year of the program. The committee makes recommendations for promotion and graduation in accordance with academic policy, and the program requirements as outlined in the Academic Calendar.

The committee annually reviews and analyzes student progress data to identify performance trends and opportunities to enhance student engagement, and reports outcomes to various stakeholders including the Executive Leadership Team and Curriculum Committee.

18. Graduate Studies Residency Program Student Promotion Committee

The Graduate Studies Residency Program Student Promotion Committee has responsibility for supporting and promoting student success by monitoring and reviewing student academic progress as it relates to the requirements of the Graduate Studies Residency Programs, developing and monitoring integrated advising plans for students at academic risk, reviewing the implementation of academic accommodations for students with disabilities, and reviewing final academic status in each year of the program and making recommendations for promotion and

graduation in accordance with academic policy, and the program requirements as outlined in the Academic Calendar.

The committee annually reviews and analyzes student progress data to identify performance trends and opportunities to enhance student engagement, and presents such to various institutional stakeholders, including the Executive Leadership Team and Curriculum Committee.

19. Undergraduate Admissions Advisory Committee

The Undergraduate Admissions Advisory Committee recommends to the Registrar the roster of applicants to be considered for admission in a given application cycle. Offers of admission are extended to the applicants with the highest admissions scores. The number of applicants receiving an offer of admission is based upon enrollment yield projections made by the Registrar. Upon receiving all relevant information, the final determination is made by the Vice President, Academic.

20. Graduate Studies Residency Programs Admissions Advisory Committee

The Graduate Studies Residency Programs Admissions Advisory Committee recommends to the Registrar the roster of applicants to be considered for admission in a given application cycle. Offers of admission are extended to the applicants with the highest admissions scores. The number of applicants receiving an offer of admission are based upon enrollment yield projections made by the Registrar and the Director of Graduate Studies. Upon receiving all relevant information, the final determination is made by the Vice President, Academic.

21. Program Advisory Committee (PAC)

Under the quality assurance and best practices set forth by Ontario's Postsecondary Education Quality Assessment Board, as a Benchmark for the Program Content Standard, CMCC must ensure that a Program Advisory Committee is established for the Doctor of Chiropractic Program (DC). The Committee provides strategic advice to ensure the currency and relevance of curricula, while expanding opportunities through institutional collaborations and resources for students and faculty, so that graduates possess the requisite skills and competencies to enter practice. The PAC may play an active ongoing role in support of the program, however, is not authorized to make decisions on behalf of the program. The PAC reports and makes recommendations to LEC and CC through the VPA.

22. Educational Technology Committee (ETC)

The Educational Technology Committee brings together Undergraduate and Graduate Education, Clinics, Information Technology (IT), Media Services, Faculty, Research and Library, with student representation from Students' Council. The ETC serves as a forum for sharing plans for implementation and assessment of Educational Technologies, while ensuring that these technologies best suit the academic needs of students and of the institution. The ETC also helps ensure that best pedagogical practices for the use of technology and online learning are followed. Recommendations or concerns identified by the ETC are reported to the CC through the Director, Curriculum and Faculty Development.

23. Academic Partnerships and Collaborative Relationships Committee (APCRC)

The Academic Partnerships and Collaborative Relationships Committee brings together Undergraduate and Graduate Education, Clinics, Research, Force Sensing Table Technology™ (FSTT®) representation, Continuing Education and Advancement. The APCRC serves as a forum to share and explore partnership opportunities, and create strategies to maintain and grow existing collaborations in Canada and abroad. The APCRC plays an active ongoing role in support of the partnerships and collaborations, however, is not authorized to make decisions on behalf of CMCC.

24. Equity, Diversity and Inclusion (EDI) Committee

The Equity, Diversity and Inclusion Committee discusses, advises and makes recommendations on matters related to equity, diversity and inclusion at CMCC in order to maintain an environment free of discrimination and intolerance. The EDI Committee brings together stakeholders from across the institution, including Student Services, Human Resources, Curriculum Development, students and faculty with a diverse mix of backgrounds and competencies. While the committee is not a decision-making committee, its members act as advocates of EDI, promote a culture of EDI within their respective teams and are able to bring forward recommendations to the various decision-making bodies/committees.

25. Enterprise Risk Management (ERM) Program

CMCC considers Enterprise Risk Management to be fundamental to good management practice and a significant aspect of corporate governance. Effective management of risk supports and contributes to the achievement of CMCC's strategic and operational goals and objectives.

1. CMCC has created an environment that proactively identifies opportunities and threats, and supports and encourages their assessment, mitigation and monitoring on an ongoing basis.
2. Enterprise risk management is an integral part of CMCC's decision making processes and routine management and is incorporated within the strategic and operational planning processes at all levels.
3. A CMCC Risk Register is used to document and assess risks across the institution and is reviewed by the Executive Leadership Team.
4. A Strategic Risk Register is reported on to the Board of Governors.

26. Business Continuity Plan

The business continuity plan accounts for reducing or eliminating the negative impact of unexpected events. The plan becomes active after the initial event has occurred, where it is safe to resume work duties although normal operations are not yet possible. In doing so, the plan includes: threat identification and risk measure, critical operations and services, alternate operational solutions, impact of business disruptions, and prevention and mitigation of risks. The plan is supported through joined efforts of CMCC's Emergency Management Team and Institutional Planning personnel. These groups are relied upon for decisive actions that keep staff and students informed and engaged, as well as to provide resources for essential operations to continue during and after an event.

CMCC's capability to implement business continuity through online delivery of the curriculum

and remote operations of other services has been tried and tested. As a result of this experience, enhancements to continuity plans relating to academic support and service are reviewed in an effort to strengthen CMCC's mitigation of risks over the long-term.

27. Faculty Council

The Faculty Council, reporting to the President, is the official voice of the faculty within CMCC on all matters relevant to the academic program. The Faculty Council Executive is responsible for filling positions within CMCC reserved for representatives of the faculty as a whole, in accordance with its constitution and by-laws. For example, the Faculty Council elects from among its number, members to serve on institutional committees such as the Curriculum Committee, Institutional Affairs Committee, and Learning and Engagement Committee. The Chair is invited as the President's guest to attend for internal reporting at meetings of the Board of Governors.

28. Students' Council (SC)

The Students' Council is an independent and separately incorporated organization representing all undergraduate students at CMCC. Elected members of the SC's Board of Directors liaise directly with affiliated academic and non-academic administrators to provide timely and responsive feedback on the delivery and assessment of academic programming.

29. Undergraduate Academic Council (UAC)

The Undergraduate Academic Council, chaired by the Vice President, Academic, provides an opportunity for undergraduate students and administration to meet and discuss issues and ideas in a timely manner to ensure that student concerns are addressed quickly. The UAC also provides undergraduate students with the opportunity to review and have input into new initiatives and proposed changes to the Academic Programs.

30. Research Ethics Board (REB)

The Research Ethics Board operates under the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans (TCPS) of the Canadian Institutes of Health Research (CIHR), the Belmont Report, the Natural Sciences and Engineering Research Council of Canada (NSERC), and the Social Sciences and Humanities Research Council of Canada (SSHRC), as well as the Privacy Act. The REB operations are consistent with the policies of the Office of Human Subjects Research of the US National Institutes of Health (NIH). The functions of the REB are to:

1. Perform both expedited and full ethical reviews of research proposals, as appropriate under the TCPS to ensure the ethical and dignified treatment of research volunteers and human remains;
2. Facilitate content-expert peer review and consultative feedback to investigators through the Office of Research Administration (ORA) and the REB Chair for investigators who request this service; and
3. Review ethical policies and procedures and provide feedback and recommendation to the Vice President, Academic upon request.

BOARD OF GOVERNORS LEARNING AND ENGAGEMENT COMMITTEE (LEC)

1. MANDATE

The Learning and Engagement Committee advises the Board of Governors on policies and matters relating to the quality, integrity, and reputation of CMCC's academic and research programs; the alignment of strategic and academic planning and institutional collaboration; and student and faculty engagement and success.

The Committee provides strategic advice to ensure the currency and relevance of curricula, while expanding opportunities for students and faculty with institutional collaborations and resources, so that graduates possess the requisite skills and competencies to enter practice.

2. MEMBERSHIP (minimum 15 voting members)

Chair: Member of the Board Executive Committee (votes only if there is a tie)

Board Members as appointed by the Board Chair and including:

- Vice President, Academic
- Vice President, Administration and Finance
- Dean, Clinics
- Registrar
- Chief Information Officer
- A Students' Council Representative and a Faculty Council Representative

3. RESPONSIBILITIES

1. Overall
 - a. Advise the Board on institutional compliance with Board Policy within the mandate of this Committee.
2. Academic Programs and Research
 - a. Monitor academic and research programs, resources and policies regarding their consistency with CMCC's Mission and Vision;
 - b. Review and monitor the academic strategic plans and student learning outcomes;
 - c. Review and monitor the research strategic plans and related outcomes;
 - d. Monitor the continuing education program regarding its maintenance of a viable and effective program to meet the profession's needs and responsibilities;
 - e. Review minutes of the Program Advisory Committee (PAC) and make appropriate recommendations;
 - f. Review and make recommendations to the Board on matters arising from accreditation reports, input from active practitioners, external reviews, and performance indicators (e.g. professional licensure examinations); and
 - g. Review and recommend to the Board the appropriate action on new academic diploma or degree programs proposed by the administration.
3. Faculty Engagement and Success
 - a. Monitor institutional policies relating to faculty and academic life to support CMCC's appointment, promotion, and retention of the highest quality of faculty; and
 - b. Monitor CMCC's provision of opportunities for the continued development of faculty relating to teaching, research, and service.
4. Student Engagement and Success
 - a. Advise the Board of Governors on matters relating to student learning and engagement, retention, and success; and

- b. Monitor policies and plans that promote a safe and healthy environment conducive to a high quality student experience, characterized by academic success, personal growth and development, and opportunities for co-curricular engagement.
5. Institutional Collaborations
- a. Monitor the status of institutional collaborations;
 - b. Review and recommend to the Board appropriate action on new collaborations proposed by Administration;
 - c. Advise Administration on such matters that may advance institutional relations; and
 - d. Monitor policies and plans as they apply to institutional collaborations, including academic affiliations.
6. Risk Management
- a. Review and provide recommendations to the Board on CMCC's enterprise-wide risks and risk measures related to the Committee mandate.

Chair's Role and Responsibilities

The Chair is responsible for calling meetings of the Board Learning and Engagement Committee, the agenda, and the record. The Chair is expected to provide efficient and effective leadership within a collegial and open environment. The Committee Chair sets the agenda in collaboration with the Board Chair and the President.

Definitions

N/A

Meetings

Minimum of twice per year.

Procedures

A quorum consists of a majority of voting members. Robert's Rules of Order will be used as guidelines and are the basis for proceedings. In order to deal efficiently with agenda items, members should receive all materials for review and consideration one week before meetings.

This Committee reports to Board of Governors.

Record

The Board Liaison/Board Secretary provides administrative support to the Board Learning and Engagement Committee. Minutes and documentation for meetings are posted on the Board web site and are shared with all Committee members prior to meetings.

INSTITUTIONAL AFFAIRS COMMITTEE (IA)

1. MANDATE

The Institutional Affairs Committee serves as the President's primary advisory group on institutional planning, policy, and institutional effectiveness.

2. MEMBERSHIP (9 voting members)

Chair: President (votes only if there is a tie)

Voting Members:

1. Vice President, Academic
2. Vice President, Administration and Finance
3. Associate Vice President, Institutional Advancement and Communications
4. Chief Information Officer
5. Dean, Clinics
6. Director, Human Resources and Employee Engagement
7. Director, Student Affairs
8. Chair, Faculty Council
9. President, Students' Council

3. RESPONSIBILITIES

The primary responsibilities of the Institutional Affairs Committee are to:

1. Review and make recommendations to the President regarding the approval of institutional strategic plans;
2. Review and make decisions on recommendations on policies and procedures forwarded by the Curriculum Committee;
3. Review and make recommendations to the President on policies and procedures relating to non-academic matters;
4. Communicate to faculty, staff, and students on matters relating to institutional strategy and policy;
5. Review and assess the key performance measures for CMCC on a regular basis;
6. Identify and respond to internal and external issues that may impact CMCC;
7. Review and make recommendations to the President regarding technological and physical infrastructure as it relates to academic priorities and plans;
8. Review, revise, and approve proposals for the establishment, oversight, evaluation, and modification of academic programs (e.g., External Reviews);
9. Review and approve quality assurance proposals and processes;
10. Review affiliations and other collaborative initiatives with institutions and organizations for recommendation to the President for approval;
11. Review and make decisions on substantive changes to undergraduate and graduate courses;
12. Review and make decisions on both new, and changes to existing admission requirements, and academic regulations pertaining to undergraduate and graduate programs; and
13. Identify areas of concern to CMCC and delegate responsibility for finding a solution to the appropriate group.

Chair's Role and Responsibilities

The Chair is responsible for calling scheduled and special meetings of Institutional Affairs Committee, the agenda, and the record. The Chair is expected to provide efficient and effective leadership within a collegial and open environment. The Chair sets the agenda with input from the members, and others in the CMCC community.

Definitions

Substantive Change to a course is defined as any change, deletion or addition of 30% or more overall, to: topics covered in a course description or topical outline. Changes in course title, course number or the level of the

course; or changes in methods of delivery; or any course change that involves budget is also considered a substantive change.

Meetings

The Institutional Affairs Committee meets monthly, or as needed, during the calendar year.

Procedures

The Institutional Affairs Committee is committed to fostering a climate of trust, appreciation, and equitable treatment for the work and perspective of all involved in academic matters at CMCC. In order to deal efficiently with agenda items, members should receive all materials for review and consideration one week before meetings.

A quorum consists of a majority of voting members. At the discretion of the Chair, observers may attend meetings and provide comments. Robert's Rules of Order will be used as guidelines and are the basis for proceedings.

Record

The Office of the President provides administrative support for the Institutional Affairs Committee. Agendas and the minutes of meetings are posted on Knowledge Information Resources Online (KIRO), CMCC's learning management system.

CURRICULUM COMMITTEE (CC)

1. MANDATE

The Curriculum Committee, chaired by the Vice President Academic, is responsible for reviewing and assessing all quality assurance information related to all CMCC academic programs. The CC uses this information to inform decisions regarding planning for program and curriculum evolution. They facilitate and review the development and examination of proposals for new programs, new courses, and other substantive changes to the curriculum and recommend their approval, as appropriate, to Institutional Affairs Committee (IA).

2. MEMBERSHIP (25 voting members)

Chair: Vice President, Academic (votes only if there is a tie)

Voting Members:

1. Dean, Clinics
2. Three Directors, Undergraduate Education (Years I, II, and III)
3. Two Directors, Clinical Education and Patient Care
4. Director, Graduate Studies
5. Director, Library Services
6. Director, Curriculum and Faculty Development
7. Registrar, Student Services
8. Three Graduate Studies Program Coordinators (one from each of the Residency programs), or designate in each domain
9. One Graduate Student Representative
10. Education Coordinator, Simulation Labs
11. Seven Department Chairs
12. Two Faculty Representatives (appointed by the Faculty Council for a two-year term)
13. Vice President Academic, Students' Council

Non-Voting Members:

14. Manager, Accreditation and Institutional Effectiveness
15. Curriculum Designer, Curriculum and Faculty Development

3. RESPONSIBILITIES

The Curriculum Committee initiates academic change to the undergraduate Doctor of Chiropractic program and Graduate Studies programs. Its primary responsibilities are to:

1. Review program quality assurance information, identify concerns, and facilitate development of solutions for recommendation to Institutional Affairs Committee;
2. Develop and/or review proposals for new programs and substantive change to existing programs and associated academic policies, and make recommendations relating to these initiatives to Institutional Affairs Committee;
3. Develop and/or review proposals for new courses and substantive change to existing courses and make recommendations relating to these initiatives to Institutional Affairs Committee;
4. Develop and review proposals for the introduction of new educational technologies and make recommendations relating to these initiatives to Institutional Affairs Committee;
5. Develop and review proposals regarding physical infrastructure changes as they relate to academic priorities and plans and make recommendations relating to these initiatives to Institutional Affairs Committee;
6. Investigate new innovations with regard to curriculum, technology or physical infrastructure change associated with academic priorities;
7. Create Working Groups as needed to investigate specific issues or concerns and develop proposals for recommendation to the Curriculum Committee;
8. Oversee and manage the work and responsibilities of all Working Groups; and
9. Respond to issues delegated by Institutional Affairs Committee.

Chair's Role and Responsibilities

The Chair is responsible for calling scheduled and special meetings of the Curriculum Committee, the agenda, and the record. The Chair is expected to provide efficient and effective leadership within a collegial and open environment. The Chair sets the agenda with input from the members, and others in the CMCC community.

Definitions

Non-Substantive Change to a course is defined as a change, deletion or addition of less than 30% overall to topics covered in a course description or topical outline over a three-year period; changes in faculty; or changes in methods of delivery.

Substantive Change to a course is defined as any change, deletion or addition of 30% or more overall, to: topics covered in a course description or topical outline. Changes in course title, course number or the level of the course; or changes in methods of delivery; or any course change that involves budget is also considered a substantive change.

Meetings

The Curriculum Committee meets monthly, or as needed. Additional meetings may be called under special circumstances.

Procedures

The Curriculum Committee is committed to fostering a climate of trust, appreciation, and equitable treatment for the work and perspective of all involved in academic matters at CMCC. In order to deal efficiently with agenda items, members should receive all materials for review and consideration one week before meetings.

A quorum consists of fourteen voting members. All meetings are open to observers. The Chair will acknowledge observers and provide an appropriate time for observer comments, if requested. Robert's Rules of Order will be used as guidelines and are the basis for proceedings.

Proposals to change courses that are eligible for transfer credit must undergo consultation with the Registrar before changes are advanced.

Record

The Office of the Vice President, Academic provides administrative support for the Curriculum Committee. Agendas and the minutes are posted on Knowledge Information Resources Online (KIRO), CMCC's learning management system.

WORKING GROUPS

Working Groups are created, on recommendation of the Curriculum Committee, to investigate and develop proposed solutions to specific issues relating to academic programs.

Membership in a Working Group is determined by the Vice President, Academic on recommendation from members of the Curriculum Committee. Members of Undergraduate Working Groups may be drawn from outside the Curriculum Committee and include students, staff, and faculty. Generally, an email call is sent to all faculty and students inviting participation on a specific Working Group.

Working Groups are overseen by and report directly to the Curriculum Committee.

UNDERGRADUATE STUDENT PROMOTION COMMITTEE (SPC)

1. MANDATE

The Student Promotion Committee has responsibility for supporting and promoting student success by:

1. Monitoring and reviewing student academic progress as it relates to the requirements of the Doctor of Chiropractic program;
2. Developing and monitoring integrated advising plans for students at academic risk;
3. Reviewing the implementation of academic accommodations for students with disabilities;
4. Reviewing final academic status in each year of the program and making recommendations for promotion and graduation in accordance with academic policy, and the program requirements as outlined in the Academic Calendar; and
5. Annually reviewing and analyzing student progress data to identify performance trends and opportunities to enhance student engagement, and presenting such to various institutional stakeholders.

2. MEMBERSHIP (7 voting members)

Chair: Director, Student Affairs (votes only if there is a tie)

Voting Members:

1. Director of Education, Year I
2. Director of Education, Year II
3. Director of Education, Year III
4. Two Directors of Clinical Education and Patient Care
5. Student Success Counsellor
6. Student Success Advisor

Non-voting Members:

7. Registrar
8. Vice President, Academic
9. Dean, Clinics

Guests:

Other members of the institution (faculty, staff, students) may be invited to participate in committee meetings to discuss aggregate data and trend analysis. Discussion and review of individual student performance data may only occur with official members of the committee.

3. RESPONSIBILITIES

1. In preparation for each meeting, the Directors of Education and the Directors of Clinical Education and Patient Care will provide updated academic progress data for students in their associated year of the program. Such data includes, but is not limited to, course grades to date and outcomes on examinations. It is imperative that faculty submit examination results within two weeks of the examination's administration, per the Grades policy, to ensure that the Directors can assess the necessary data for review.
2. The Committee reviews the status of each student identified as being at academic risk and determines the best approach for advising and intervention, depending on the student's needs and the person who is best positioned to provide advising. Typically, students who have failed two or fewer examinations will be invited to meet with the Director of Education, while students with three or more examination failures will be invited to meet with the Student Success Advisor or the Student Success Counsellor. Where required, the development, implementation and monitoring of an advising/success plan will be mutually agreed upon by the student and the associated advisor.
3. The Student Success Advisor oversees and monitors the repository of common data relating to the committee's work including progress data, as provided above, and notes from individual advising

sessions with students, including details of agreed upon advising/success plans. Such a repository will be accessible only to committee members on a restricted access common drive, with data encrypted as necessary.

4. The Committee reviews the effectiveness of the implementation of academic accommodation plans for students with disabilities. The review of these plans is to ensure that the institution is fully and effectively meeting its legislated obligations in a manner that promotes inclusion and minimizes barriers to student success, and that students are fulfilling their obligations as outlined in associated academic policy. The individual academic progress of students with academic accommodations is not subject to review by the committee unless the student falls within the definition of being at academic risk. Should changes to accommodation plans or the manner in which they are implemented be recommended, such a recommendation will be undertaken by the Student Success Counsellor and subject to review in accordance with academic policy.
5. In cases where it is recommended that a student not be promoted in or graduate from the academic program, such a recommendation is made to the Registrar, the Vice President, Academic, and the Dean, Clinics. The decision is communicated to the student in accordance with the Academic Standing and Status Policy.
6. Annually, the committee undertakes a review of student progress data to explore and identify opportunities relating to curriculum and pedagogy.

Chair's Role and Responsibilities

The Chair is responsible for scheduling meetings, taking summary notes, and presenting recommendations regarding student promotion to the Registrar, Vice President, Academic and Dean, Clinics.

Definitions

A student at academic risk is a student who:

1. Has received an unsuccessful grade on two or more examinations in a given academic module;
2. Has received an unsuccessful final grade in two or more courses in a given academic year, or who may be likely to be unsuccessful in 20% or more of the credits in a given academic year;
3. Is on academic probation (cumulative GPA less than 2.0 but greater than 1.7); and
4. Is enrolled part-time.

Meetings

The Undergraduate Student Promotion Committee meets a minimum of four times per academic year:

1. During the third week following the completion of each of the four academic modules in the DC program, and
2. At other times to review exceptional matters at the request of the Vice President, Academic, the Dean, Clinics and the Registrar.

Procedures

Where possible, the committee should aim to establish consensus on recommendations that adversely impact a student's promotion or graduation. In the event that the committee does not reach consensus, the matter is referred to the Registrar, the Vice President, Academic and the Dean, Clinics for further consideration.

Record

Given the confidential nature of student grades, and the often sensitive nature surrounding the circumstances under which students fall into academic risk, the Committee's meetings are confidential and, as such, no detailed minutes are taken. Information cannot be shared by committee members with any other member of the institutional community, unless otherwise deemed necessary by the Registrar, the Vice President, Academic, and the Dean, Clinics.

Summary notes are taken by the Director, Student Affairs, with a written recommendation for promotion or graduation where required.

The records are maintained and stored electronically in the Office of Student Services, in a confidential, password protected file on the Student Services drive.

GRADUATE STUDIES RESIDENCY PROGRAMS STUDENT PROMOTION COMMITTEE

1. MANDATE

The Graduate Studies Residency Program Student Promotion Committee has responsibility for supporting and promoting student success by:

1. Monitoring and reviewing student academic progress as it relates to the requirements of the Graduate Studies Residency Programs;
2. Developing and monitoring integrated advising plans for students at academic risk;
3. Reviewing the implementation of academic accommodations for students with disabilities;
4. Reviewing final academic status in each year of the program and making recommendations for promotion and graduation in accordance with academic policy, and the program requirements as outlined in the Academic Calendar; and
5. Annually reviewing and analyzing student progress data to identify performance trends and opportunities to enhance student engagement, and presenting such to various institutional stakeholders.

2. MEMBERSHIP (6 voting members)

Chair: Director, Graduate Studies (voting)

Voting Members:

1. Graduate Studies Residency Program Coordinators
2. Director, Student Affairs
3. Student Success Counsellor

Non-Voting Members:

4. Registrar
5. Vice President, Academic

Guests:

Other members of the institution (faculty, staff, students) may be invited to participate in committee meetings to discuss aggregate data and trend analysis. Discussion and review of individual student performance data may only occur with official members of the committee.

3. RESPONSIBILITIES

1. In preparation for each meeting, the Program Coordinators provide student progress data. Such data includes, but is not limited to, course grades to date and outcomes on examinations. It is imperative that faculty submit assessment results within two weeks of the assessment's administration, to ensure that the Director can assess the necessary data for review.
2. The Committee reviews the status of each student identified as being at academic risk, and determines the best approach for advising and intervention, depending on the student's needs, and the person who is best positioned to provide advising. Where required, the development, implementation and monitoring of an advising/success plan is mutually agreed upon by the student and the associated advisor.
3. The Director, Graduate Studies oversees and monitors the repository of common data relating to the committee's work including progress data as provided in 2., and notes from individual advising sessions with students, including details of agreed upon advising/success plans. Such a repository is accessible only to committee members on a restricted access common drive, with data encrypted as necessary.
4. The committee reviews the effectiveness of the implementation of academic accommodation plans for students with disabilities. The review of these plans is to ensure that the institution is fully and effectively meeting its legislated obligations in a manner that promotes inclusion and minimizes barriers to student success, and that students are fulfilling their obligations as outlined in associated academic policy. The individual academic progress of students with academic accommodations is not subject to review by the

committee, unless the student falls within the definition of being at academic risk. Should changes to accommodation plans or the manner in which they are implemented be recommended, such a recommendation is undertaken by the Student Success Counsellor, and subject to review in accordance with academic policy.

5. In cases where it is recommended that a student not be promoted in or graduate from the academic program, such a recommendation is made to the Registrar and the Vice President, Academic. The decision is communicated to the student in accordance with the Academic Standing and Status Policy.
6. Annually, the committee undertakes a review of student progress data to explore and identify opportunities to inform curriculum and pedagogy.

Chair's Role and Responsibilities

The Chair is responsible for scheduling meetings, taking summary notes, and presenting recommendations regarding student promotion to the Registrar and Vice President, Academic.

Definitions

A student at academic risk is a student who:

1. Has received an unsuccessful grade on two or more academic requirements in a given academic term;
2. Has received an unsuccessful final grade in one course; and
3. Is on academic probation.

Meetings

The Graduate Studies Residency Programs Student Promotion Committee meets a minimum of twice per academic year, and at other times to review exceptional matters at the request of the Vice President, Academic and the Registrar.

Procedures

Where possible, the committee should aim to establish consensus on recommendations that adversely impact a student's promotion or graduation. In the event that the committee does not reach consensus, the matter will be referred to the Registrar, and the Vice President, Academic for further consideration.

Record

Given the confidential nature of student grades, and the often sensitive nature surrounding the circumstances under which students fall into academic risk, the Committee's meetings are confidential, and as such, no detailed minutes are taken. Information cannot be shared by committee members with any other member of the institutional community, unless otherwise deemed necessary by the Registrar, or the Vice President, Academic.

Summary notes are taken by the Director, Graduate Studies, with a written recommendation for promotion or graduation where required.

The records are maintained and stored electronically in the Office of the Director, Graduate Studies in a confidential password protected file on the Graduate Studies drive.

UNDERGRADUATE ADMISSIONS ADVISORY COMMITTEE

1. MANDATE

The Undergraduate Admissions Advisory Committee is charged with:

1. Recommending to the Registrar the candidates for admission to the Doctor of Chiropractic program in an academic year;
2. Overseeing and ensuring the quality control of assessment teams during the admissions interview process;
3. Reviewing any files for which assessment teams were unable to determine an outcome, and making recommendations regarding admission;
4. Conducting any additional assessments (e.g. reference checks or re-interviews) arising from applications for which assessment teams were unable to reach an agreement on admissibility; and
5. Providing advice to the Registrar and Vice President, Administration and Finance with regard to the ongoing innovation of admissions practices and initiatives to ensure the institution's compliance with accreditation and regulatory standards for student admissions.

2. MEMBERSHIP (9 voting members)

Chair: see responsibilities (voting)

Voting Members:

1. Three members of faculty
2. One Academic Director (from any of Directors of Education, Years I-III or Directors of Clinical Education and Patient Care)
3. One Administrative staff member
4. President, Students' Council
5. Vice-Presidents, Students' Council
6. Director, Student Affairs

Non-voting members:

7. Recruitment and Admissions Officer
8. Registrar

Recording Secretary:

9. Student Services and Records Administrator

3. RESPONSIBILITIES

1. The Registrar appoints committee members upon recommendations and for terms as follows:
 - a. Faculty members are recommended by Faculty Council;
 - b. The Academic Director and administrative staff member are recommended by the Vice President, Administration and Finance;
 - c. Faculty and Administration members are appointed for a 3-year term, which may be renewed once;
 - d. Ex-officio positions are on a continuing basis; and
 - e. The Chair is appointed from among the faculty or the Academic Director members for a one-year term by the Vice President, Administration and Finance.
2. In preparation for each meeting, the Recruitment and Admissions Officer and Registrar provide admissions data for the applicant pool of the incoming class. Such data includes, but is not limited to, applicant GPA, degree type and status, undergraduate institution, interview and personal statement scores.
3. The Committee reviews the overall trends of the current applicant pool, historical trends, issues related to interview assessments, and current best practices in postsecondary recruitment and admissions.

4. Where required, the Committee may recommend changes to an applicant's final admit score based on issues identified in the admissions process such as interview, personal statement or GPA score.
5. The Student Services and Records Administrator is responsible for taking minutes during all Committee meetings.
6. The Recruitment and Admissions Advisor oversees and monitors the repository of data relating to the committee's work including applicant data and trends as provided in 1. and 2. above.
7. The committee reviews the effectiveness of the admissions selection interview process to ensure that the institution is fully and effectively meeting its legislated obligations in a manner that promotes integrity, inclusion, and student success.
8. Annually, the committee undertakes a review of student progress data to explore and identify opportunities to inform recruitment and admissions practices.

Chair's Role and Responsibilities

The Chair is responsible for scheduling meetings and presenting recommendations regarding the candidates for admission to the Doctor of Chiropractic program to the Registrar and Vice President, Academic.

Meetings

The Undergraduate Admissions Advisory Committee meets minimum one time per year. Additional meetings may be called as needed.

Procedures

Quorum for the Undergraduate Admissions Advisory Committee is five voting members, of whom at least one is a Students' Council member, and two are faculty.

The Registrar provides an annual report for information to the Institutional Affairs Committee following the conclusion of the admissions process. Additional items for consideration by the Institutional Affairs Committee may come forward on an as needed basis.

Record

Given the confidential nature of candidate applications the Committee's meetings are confidential, and as such, meeting minutes and information cannot be shared by committee members with any other member of the institutional community, unless otherwise deemed necessary by the Registrar or the Vice President, Academic.

The records are maintained in the Office of the Registrar, on a confidential Student Services Division drive.

GRADUATE STUDIES RESIDENCY PROGRAMS ADMISSIONS ADVISORY COMMITTEE

1. MANDATE

The Graduate Studies Residency Programs Admissions Advisory Committee is charged with:

1. Recommending to the Registrar the candidates for admission to the Graduate Studies Residency Program in an academic year
2. Participating in the admissions interview process; and
3. Providing advice to the Registrar and Vice President, Academic with regard to the ongoing innovation of admissions practices, and initiatives to ensure the institution's compliance with accreditation and regulatory standards for student admissions.

2. MEMBERSHIP (6 voting members)

Chair: Director of Graduate Studies, Chair (votes only if there is a tie)

Voting Members:

1. Three Program Coordinators, one from each of the Graduate Studies Residency Programs
2. One Administrative representative from Student Services
3. One Administrative staff member
4. One Graduate Student

Non-voting members:

5. Registrar

Recording Secretary:

6. Administrative Assistant, Graduate Studies

3. RESPONSIBILITIES

1. The Graduate Studies Residency Programs Admissions Advisory Committee reviews documentation and decides who will be interviewed, interviews the applicants, and makes recommendations on those to be accepted.
2. Annually, the committee undertakes a review of student progress data to explore and identify opportunities to inform recruitment and admissions practices.

Chair's Role and Responsibilities

The Chair is responsible for scheduling meetings, providing documentation, leading the interview process and presenting recommendations regarding the candidates for admission to the Graduate Studies Residency Programs to the Registrar and Vice President, Academic.

The Chair appoints the Administrative Staff members for a renewable three-year term and the Graduate Student for a one-year term.

Meetings

The Graduate Studies Residency Programs Admissions Advisory Committee meets at one time per academic year.

Procedures

Quorum for the Graduate Studies Residency Programs Admissions Advisory Committee is four voting members at least two of whom are a Program Coordinator from one of the Graduate Studies Residency Programs. In the event of a tie, the Chair will cast the deciding vote.

The Chair and Registrar provides an annual report for information to the Institutional Affairs Committee following the conclusion of the admissions process. Additional items for consideration by the Institutional Affairs Committee

may come forward on an as needed basis.

Record

Given the confidential nature of candidate applications the Committee's meetings are confidential, and as such, meeting notes and information cannot be shared by committee members with any other member of the institutional community, unless otherwise deemed necessary by the Registrar or the Vice President, Academic.

The records are maintained in the Office of Graduate Studies, on a confidential Graduate Studies Division drive.

PROGRAM ADVISORY COMMITTEE (PAC)

Requirement for Program Advisory Committee

Under the quality assurance and best practices set forth by Ontario's Postsecondary Education Quality Assessment Board, as a Benchmark for the Program Content Standard, CMCC must have that a Program Advisory Committee (PAC) for the Doctor of Chiropractic Program (DC).

1. MANDATE

The PAC provides strategic advice to ensure the currency and relevance of curricula, while expanding opportunities for students and faculty with institutional collaborations and resources, so that graduates possess the requisite skills and competencies to enter practice. The PAC may play an active ongoing role in support of the program, however, is not authorized to make decisions on behalf of the program.

2. MEMBERSHIP

Members of the PAC are selected by CMCC for their expertise and leadership in their respective fields. They may be drawn from private and public organizations and agencies, professional bodies, other academic institutions, or from the community-at-large. Normally, the PAC will not have more than one representative from the same organization. A member may not appoint a designate to act in their place. CMCC will replace any member who is unable to continue participating on the committee or who has resigned. CMCC full-time, part-time, or contract employees and students are not eligible to be members of the PAC; however, their input may be sought by the committee when appropriate. Membership on the PAC does not imply endorsement by CMCC of a particular company, product or service. CMCC Alumni are considered for PAC membership when appropriate.

The PAC will have at least eight members and additional members at the discretion of the Vice-President, Academic. The term for committee members is three years with one renewal. If a member is appointed as a result of their participation in an organization, and that member leaves the organization which they represent, that person will be deemed to have resigned, unless the committee requires their continued expertise.

The Chair is selected either by election or acclamation by the members of the Program Advisory Committee. The Chair serves a two-year term and may be re-elected for one additional two-year term, when circumstances warrant.

It is acknowledged that: CMCC encourages diverse program advisory membership; CMCC is committed to providing equal opportunity in accordance with relevant legislation; CMCC does not discriminate nor tolerate discrimination on the basis of race, colour, religion, sex, age, national origin, marital status, sexual orientation, gender identity, genetic information, or against any individual with disabilities in their participation on the PAC.

3. RESPONSIBILITIES

The Program Advisory Committee is to direct its attention to, and may:

1. Inform curriculum development, to help ensure that graduates possess the competencies, knowledge, and skills required by the profession;
2. Advise on matters related to outside accreditation, where appropriate;
3. Assist in determining current and projected demand for program graduates;
4. Assist in identifying ways in which the program can most effectively meet societal needs;
5. Formally endorse the curriculum as part of CMCC's Self-Study and participate in the program review process;
6. Support the identification of student placements and graduate employment opportunities;
7. Promote the Program in the external community; developing links with the profession and the broader community; and
8. Strive to achieve best practice in the DC program.

Chair's Role and Responsibilities

The Chair of the PAC provides leadership to the Committee and encourages the members to consider issues from a broad perspective.

The Chair will:

- Set the agenda;
- Chair all meetings; and
- Liaise through the Office of the VPA in the preparation of meeting schedules and agendas; follow-up on action items as required; review and approve meeting minutes prior to distribution; and submit annual reports and periodic updates to the Learning and Engagement Committee (LEC) outlining major accomplishments of the committee, recommendations for program improvement, and any identified program concerns.

In the event that the PAC Chair is unavailable or unable to perform these responsibilities, on a temporary basis, the Chair shall appoint a member to carry out such duties.

Meetings

Normally two meetings per year.

Procedures

Quorum for this committee is fifty percent (50%) of the membership plus one. Only PAC members are eligible to vote. Voting can be completed electronically when appropriate.

CMCC's staff serve as the secretariat to the PAC providing support with setting up meetings, booking times and spaces, etc.

Record

The Office of the Vice President, Academic provides administrative support for the PAC. Agendas, the minutes, and documentation are maintained and stored electronically on a confidential Academic Division drive.

EDUCATIONAL TECHNOLOGY COMMITTEE (ETC)

1. MANDATE

The Educational Technology Committee brings together Undergraduate and Graduate Education, Clinics, Information Technology, Media Services, Faculty, Research, Library, and student representation from Students' Council. The ETC serves as a forum for sharing plans for implementation and assessment of Educational Technologies, while ensuring that these technologies best suit the academic needs of students and CMCC, and helping to ensure that best pedagogical practices for the use of technology and online learning are followed.

2. MEMBERSHIP (Minimum of 11 members)

Chair: Director, Curriculum and Faculty Development

Members:

1. Undergraduate Education
2. Clinic
3. Research
4. Continuing Education
5. Information Technology
6. Library Services
7. Media Services
8. Student Services
9. Faculty
10. Students' Council

Other stakeholders at the discretion of the Chair.

3. RESPONSIBILITIES

1. The ETC collaborates and shares resources and best practices, and explores new technologies to ensure technology is used effectively across the organization.
2. The ETC reviews educational technology plans by submitting ideas for discussion, and providing feedback on plans submitted by others with the goal of obtaining / using the best-fit technology for CMCC.
3. The ETC develops recommendations regarding the composition of sub-committees and working groups to be constituted as required.

Chair's Role and Responsibilities

The Chair provides efficient and effective leadership within a collegial and open environment, and is responsible for calling meetings, the agenda and minutes.

The Chair reports to the Vice President, Academic, and provides updates to the Curriculum Committee. Tools of measurement and measures of success are reported under strategy 1.B.6. "Optimize the use of technology to enhance student engagement and success", 2017-2021 Strategic Plan.

Meetings

The ETC meets monthly. More frequent meetings may be called by the Chair during budget development.

Procedures

The ETC provides recommendations on assessments and plans for implementation of new educational technologies, and any identified concerns to Vice President, Academic.

Record

Approved agendas and minutes of all meetings are appropriately posted on Knowledge Information Resources Online (KIRO), CMCC's learning management system. Minutes are posted within one week of approval.

ACADEMIC PARTNERSHIPS AND COLLABORATIVE RELATIONSHIPS COMMITTEE (APCRC)

1. MANDATE

The Academic Partnerships and Collaborative Relationships Committee brings together Undergraduate and Graduate Education, Clinics, Research, Force Sensing Table Technology™ (FSTT®) representation, Continuing Education and Advancement. The APCRC serves as a forum to share and explore partnership opportunities, and create strategies to maintain and grow existing collaborations in Canada and abroad. The APCRC plays an active ongoing role in support of partnerships and collaborations, however, is not authorized to make decisions on behalf of CMCC.

The APCRC exchanges ideas, solicits advice and feedback, represents CMCC in strategic academic partnership and collaborative relationship discussions, and strives to increase the number of innovative and strategic partnerships, and enhance co-ordination through an integrated approach to planning and delivery.

2. MEMBERSHIP (10 members)

Chair: Vice President, Academic

Members:

1. Director, Research Partnerships and Health Policy
2. Dean, Clinics
3. FSTT® representation
4. Director, Graduate Studies
5. Director, Curriculum and Faculty Development
6. Director, Development and Clinic Advancement
7. Registrar
8. Continuing Education
9. Faculty
10. Graduate student

Key CMCC contacts are represented on the committee and determined based on subject matter expertise and role. Additional committee members are recommended by the APCRC to the Executive Leadership Team and President for approval.

3. RESPONSIBILITIES

1. The Committee shares information on collaborations and partnerships, and facilitates in the oversight and coordination of relationships.
2. The Committee operates a confidential risk-based process of scrutiny of the rationale for, and strength of, the academic partnership or collaborative relationship, and link to CMCC's 2017-2021 Strategic Plan. The APCRC may make a recommendation to the President for a potential partnership.
3. The Committee develops recommendations regarding the composition of sub-committees and working groups to be constituted as required.

Chair's Role and Responsibilities

The Chair provides efficient and effective leadership within a collegial and open environment, and is responsible for calling meetings, the agenda and minutes.

The Chair provides updates to the Executive Leadership Team in response to the 2017-2021 Strategic Plan. Tools of measurement and measures of success are reported under strategies:

- IV.B.1. Critically appraise models and emerging opportunities for university affiliation for CMCC with other post-secondary institutions.

- IV.B.2. Enhance collaborative opportunities for education, faculty development, clinical care and research in Canada and abroad.
- IV.B.3. Establish CMCC as a leading global resource for chiropractic education.

The Chair provides updates to the Board Learning and Engagement Committee, eliciting Board action if required.

Meetings

The APCRC meets two times per year. More frequent meetings may be required during budget development and may be called by the Chair.

Procedures

The APCRC liaises through the Office of the VPA in preparation of meeting schedules and agendas; follow-up on action items as required; review and approval of meeting minutes prior to distribution; and submission of periodic updates to the Learning and Engagement Committee outlining major accomplishments, recommendations and any identified concerns.

Record

The Office of the VPA provides administrative support and ensures that approved agendas and minutes of all meetings are kept and appropriately posted on Knowledge Information Resources Online (KIRO), CMCC's learning management system. Material is posted within one week of approval.

EQUITY, DIVERSITY AND INCLUSION (EDI) COMMITTEE

1. MANDATE

The Equity, Diversity and Inclusion Committee serves as a forum to explore and share actions to support a community at the Canadian Memorial Chiropractic College (CMCC) where students, staff, and faculty feel acknowledged, respected and a sense of belonging.

The EDI Committee develops recommendations on matters related to equity, diversity, and inclusion at CMCC in order to maintain an environment free of discrimination and intolerance.

2. MEMBERSHIP (8 members)

Co-Chairs: Selected from the Committee by the Vice President, Administration and Finance (VPAF) based on their experience with equity, diversity, and inclusion.

Members:

1. Co-Chairs (2)
2. Division of Student Services Representative (1)
3. Division of Human Resources Representative (1)
4. Administrative/Professional Staff Representative (2)
5. Curriculum and Faculty Development Representative (1)
6. Faculty Representative (2)
7. Students (2)
8. Other stakeholders at the discretion of the Co-Chairs

3. RESPONSIBILITIES

1. To identify EDI issues pertaining to the needs of students, staff, and faculty and provide feedback/recommendations on trends or issues that may impact the institution's delivery on its commitment to equality, diversity, and inclusion.
2. To highlight successes, identify challenges/barriers, and monitor changes, recommending innovative ways of addressing identified issues that will contribute to positive change at CMCC.
3. To garner information on the attitudes, experiences, beliefs, and perceptions of students, staff, and faculty regarding EDI at CMCC to:
 - a. Better understand the extent to which the CMCC campus climate supports diversity, equity, and inclusion;
 - b. Inform and improve EDI policies; and
 - c. Inform and support EDI practices at CMCC.
4. To support initiatives within CMCC's Strategic Plan related to EDI, with a particular focus on:
 - a. Goal II.A: Improve the health and wellbeing of the campus community
Strategy II.A.1 – Cultivate a culture of inclusion on campus.
 - b. Goal II.C: Establish CMCC as an employer of choice.
Strategy II.C.1 – Review and revitalize our statement of institutional values to reflect the contemporary context of education and the diverse backgrounds of our employees and students.
5. To make recommendations for strategies to best engage students, staff, and faculty of CMCC in the building of a more equitable, diverse, and inclusive environment at CMCC.
6. To review Terms of Reference for the EDI Committee annually to ensure ongoing relevance and appropriateness.

Chair's Roles and Responsibilities

The Co-Chair provide efficient and effective leadership within a collegial and open environment. The Co-Chairs report to the Vice President, Administration and Finance and are responsible for calling meetings, setting the agenda, and maintaining appropriate records.

Meetings

Meetings are held 3-4 times per year. Additional meetings may be called by the Co-Chairs if needed.

Procedures

The EDI Committee reports to the Vice President, Administration and Finance, however members are responsible for providing updates of their discussions to their respective divisions and other committees as deemed relevant.

Record

The Administrative Assistant to the Vice President, Administration and Finance provides administrative support for the committee and ensures that approved agendas and minutes of all meetings are kept and appropriately posted on Knowledge Information Resources Online (KIRO), CMCC's learning management system.

UNDERGRADUATE ACADEMIC COUNCIL (UAC)

1. MANDATE

The Undergraduate Academic Council, chaired by the Vice President, Academic provides an opportunity for undergraduate students and academic administrators to meet and discuss issues and ideas in a timely manner to ensure that student concerns are addressed quickly. The Council also provides students with the opportunity to review and have input into new initiatives and proposed changes to the undergraduate program. The Council feedback on new initiatives and proposed changes is provided to Working Groups and the Curriculum Committee.

2. MEMBERSHIP (18 members)

Chair: Vice President, Academic

Members:

1. Dean, Clinics
2. Three Directors, Undergraduate Education (Years I, II and III)
3. Two Directors, Clinical Education and Patient Care
4. Director, Library Services
5. Director, Curriculum and Faculty Development
6. Director, Student Affairs
7. Eight Class Representatives: Two from each of Years I, II, III, and IV

3. RESPONSIBILITIES

Class Representatives are responsible for:

1. Communicating with their respective classes to determine issues, concerns or ideas that the class may have regarding the academic program;
2. Bringing to the attention of the Vice President, Academic issues, concerns and ideas that students in their respective classes raise;
3. Providing assistance, and suggestions for the resolution of concerns raised when possible; and
4. Providing student input into new initiatives and all proposed changes to the undergraduate education program.

Undergraduate Administration is responsible for:

5. Addressing issues, concerns and ideas raised by students at Council in a timely and efficient manner; and
6. Ensuring that students are apprised of and have an opportunity to provide timely input into new initiatives and all proposed changes to the Doctor of Chiropractic Degree program.

Chair's Role and Responsibilities

The Chair is responsible for calling scheduled and special meetings of the Council, the agenda, and minutes. The Chair is expected to provide efficient and effective leadership within a collegial and open environment.

Meetings

The Council meets for one hour monthly, or as needed, during the academic year.

Procedures

The Council is committed to fostering a climate of trust, appreciation and equitable treatment for the work and perspective of all involved in academic matters at CMCC.

Record

The Office of the Vice President, Academic provides administrative support for the Council. Agenda and the minutes of meetings are posted on Knowledge Information Resources Online (KIRO), CMCC's learning management system.

RESEARCH ETHICS BOARD (REB)

1. MANDATE

The Research Ethics Board operates under the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans (TCPS) of the Canadian Institutes of Health Research (CIHR), the Belmont Report, the Natural Sciences and Engineering Research Council of Canada (NSERC), and the Social Sciences and Humanities Research Council of Canada (SSHRC), as well as the Privacy Act. The REB operations are consistent with the policies of the Office of Human Subjects Research of the US National Institutes of Health (NIH).

The REB establishes the standards for and policies of review of research involving human subjects guided by and consistent with the Canadian Tri-council policy statement: Ethical conduct for research involving human subjects. The REB may elect to review individual proposals and is the final authority on routine ethics review. REB decisions, notwithstanding appeals to the appeals board, are final. No research that requires REB review may be conducted in the absence of REB approval. Although CMCC may refuse to allow research to proceed within its jurisdiction, this does not influence the REB's decision that the proposal is ethically acceptable. The REB has the authority to halt research that is not in compliance with these policies. The REB has the authority to terminate research that is unethical.

2. MEMBERSHIP (minimum of 5 members)

Chair: Appointed by the Vice President, Academic (VPA) from nominations made by the Research Administrator (RA) and the VPA.

Members:

1. At least two members must have expertise in research disciplines, fields, and methodologies in chiropractic;
2. One member must be knowledgeable in ethics (Tri-Council Policy Statement training certified, unless specialized ethical concerns demand additional expertise);
3. One member must be knowledgeable in the law (not currently retained by, or representing CMCC);
4. One member who represents the community, and has no affiliation with CMCC;
5. One member who is knowledgeable in privacy legislation.

Substitute members and/or ad hoc advisors:

1. Substitute members are nominated and appointed by the Chair of the REB, on recommendation of the Research Administrator. They may be nominated to allow the REB to continue its function in the event of illness or other unforeseen eventualities, without altering membership composition set out in this section. Substitute members will have appropriate knowledge, expertise and training to fulfil their duties.
2. Ad hoc advisors may be invited to provide content expertise with respect to proposed research according to the policies of the REB.
3. Substitute members are to be distinguished from ad hoc advisors by their ability to be present for in camera discussions and to take part in voting.

3. RESPONSIBILITIES

1. Perform both expedited and full ethical reviews of research proposals, as appropriate under the TCPS to ensure the ethical and dignified treatment of research volunteers and human remains;
2. Facilitate content-expert peer review and consultative feedback to investigators through the Office of Research Administration (ORA) and the REB Chair for investigators who request this service; and
3. Review ethical policies and procedures and to provide feedback and recommendation to the Vice President, Academic upon request.

No project involving human subjects or data from human subjects (including cadaver materials) may proceed without a determination of REB acceptance based on policies and procedures set out by the REB from time-to-time and published through the ORA.

The REB may establish rules under which preliminary data on a limited number of subjects, using procedures previously determined by the REB as posing very minimal or no risk, may qualify for approval based solely on those grounds, subject to the discretion of the Research Administrator and the Vice President, Academic.

Chair's Role and Responsibilities

The Chair is expected to provide efficient and effective leadership within a collegial and open environment. The Chair is responsible for calling scheduled and special meetings of the REB, the agenda, and minutes.

The decision of whether a study qualifies for expedited review rests with the REB Chair.

Procedures

The REB reports to the Institutional Affairs Committee through the Vice President, Academic.

Meetings

The REB meetings are generally scheduled to be on the third Friday of every month. Meetings may be called to deal with specific issues at the discretion of the Vice President, Academic.

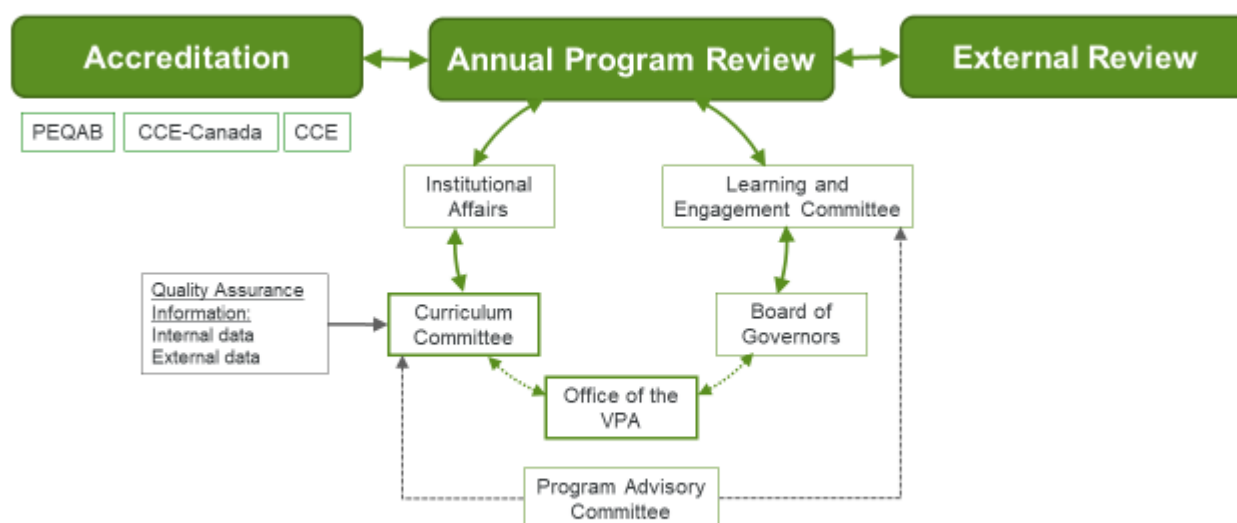
Record

Minutes are kept and maintained on behalf of the REB by the RA. These minutes are not generally available but may be accessed for the purposes of internal and external audits, research monitoring, and to facilitate reconsideration and appeals. The release of this information is mediated by the Vice President, Academic.

PROGRAM REVIEW PROCESSES

Accreditation, Annual Program Review, and External Review are the program review processes at CMCC, as described below. Each review is cyclical in nature and while the reviews may utilize similar quality assurance data, they are distinct processes that lead to continuous improvements of our Doctor of Chiropractic and Graduate Studies programs. The CMCC Academic Quality Assurance Framework Diagram describes the processes, committees and data used to support the program review processes. These processes include opportunity for reflection and debate on how to continually improve our program and student experience. The Academic Quality Assurance Decision Making Process Diagram describes how institutional data and metrics are used to inform decisions making, and approvals through various institutional committees.

CMCC Academic Quality Assurance Framework Diagram



Revised May 2020

CMCC Academic Quality Assurance Decision-Making Process



Revised May 2020

ACCREDITATION

Professional accreditation and review measures CMCC's Doctor of Chiropractic program against standards set by the external professional accreditation body. Currently, CMCC is accredited by the Federation of Canadian Chiropractic (FCC or Federation), as well as the Postsecondary Education Quality Assessment Board (PEQAB), and is currently seeking accreditation by the Council on Chiropractic Education (CCE). With the assistance of an external review team, the accreditation process outlines positive attributes of the program, and the challenges and concerns that lead to improvements in the future.

ANNUAL PROGRAM REVIEW PROCEDURES

CMCC's annual program review is conducted in a self-assessment format, supported by an internal program review team consisting of each of the academic, clinic, and support services Directors, including student advising, counselling services, technological infrastructure, research, and facilities.

The program review process provides an in-depth analysis of cumulative quality assurance information, as well as documented discussions from the Board of Governors and its Learning and Engagement Committee and institutional committees such as Institutional Affairs Committee, Curriculum Committee, Student Promotions Committee, Program Advisory Committee, and Undergraduate Academic Council. Sources of quality assurance information are described below.

Each member of the program review team is responsible for preparing a final report of findings and recommendations for their area of responsibility. Final recommendations for approval and resource allocation are submitted to the President. The Vice President, Academic is responsible for regular monitoring and reports on the progress of the implementation of action plans to the Learning and Engagement Committee.

EXTERNAL REVIEW

CMCC conducts external reviews at the discretion of the President, which are undertaken by an external reviewer who is also a subject matter expert in the field. The review must include a report which outlines areas of strength and recommendations for improvement and must be submitted to the President. Evidence of revisions made as a result of the review are to be documented and recorded in the minutes of CMCC's Curriculum Committee and/or Institutional Affairs Committee.

SOURCES OF QUALITY ASSURANCE INFORMATION

Sources of Quality Assurance Information include but are not limited to:

Undergraduate Education

Internal

1. Institutional Affairs Committee
2. Curriculum Committee
3. Program Advisory Committee
4. Faculty Council
5. Educational Technology Committee

6. Working Groups
7. Student Promotions Committee
8. Undergraduate Admissions Advisory Committee
9. Undergraduate Academic Council
10. CMCC student performance by course outcomes and competencies (grades on Knowledge Information Resources Online (KIRO), CMCC's learning management system), ExamSoft™ Reports
11. Psychometric evaluation process
12. Item analysis of students' assessments
13. Student complaints
14. Course evaluations
15. CMCC Student Satisfaction Survey
16. Clinic Management Team Exit Interviews
17. Clinic File Audit Data
18. Patient Experience Survey
19. CMCC Profession Survey
20. CMCC Key Performance Indicators (KPIs)
21. Student feedback/focus groups
22. Faculty feedback
23. Professional Surveys
24. Evidence-Based Research on Chiropractic, Health, and the Scholarship of Teaching and Learning

External

25. Canadian Chiropractic Examining Board (CCEB) results
26. National Board of Chiropractic Examiners (NBCE) results
27. External Reviews
28. Accreditation Standards and Reports
29. Ministry of Colleges and Universities Degree Level Standards and Reports
30. Evidence-Based Research on Chiropractic, Health, and the Scholarship of Teaching and Learning

Graduate Studies

Internal

1. Institutional Affairs Committee
2. Curriculum Committee
3. Graduate Studies Residency Programs Admissions Advisory Committee
4. CMCC student performance by course (grades on Knowledge Information Resources Online (KIRO), CMCC's learning management system)
5. Course evaluations
6. Exit interviews
7. CMCC Profession Survey
8. CMCC Key Performance Indicators (KPIs)
9. Faculty feedback
10. Course curriculum
11. Evidence-Based Research on Chiropractic, Health, and the Scholarship of Teaching and Learning
12. Student Promotion Committee

External

13. Fellowship examination results
14. External Reviews
15. Accreditation standards and reports
16. Ministry of Colleges and Universities Degree Level Standards
17. Evidence-Based Research on Chiropractic, Health and the Scholarship of Teaching and Learning
18. Specialty Colleges (may provide informal input to program following fellowship exams)

Thanks to Ontario Tech University for sharing their Quality Assurance Handbook, Revised 2011 which provided ideas for this work.